

18 March 1976

MEMORANDUM

SUBJECT: Deficiencies in Contingency Planning

1. I recently participated in [] a national level command post exercise. For a portion of the exercise, I played the role of the Director of Central Intelligence. Based on this experience it is my opinion that the DCI, under present procedures, probably would not be able to perform effectively in his role as intelligence advisor to the President under wartime conditions or any other situation requiring implementation of emergency procedures.

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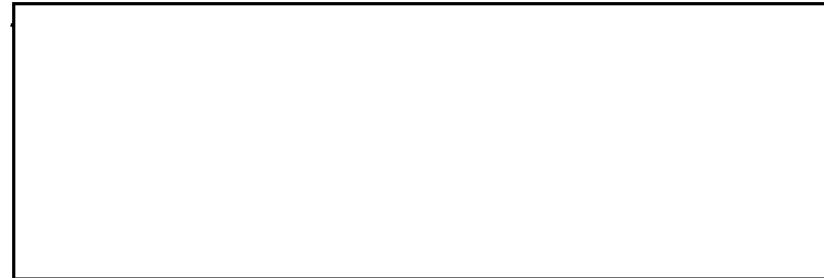
2. The deficiencies I noted during the exercise are as follows:

--There is no clear statement of responsibilities or of the role of the DCI, his principal deputies, or other components of the national intelligence structure in the event of general war.

--There is no provision for nationally coordinated management of intelligence resources--particularly reconnaissance--in the event of a general war.

--There appears to be no provision for reconstitution of the national intelligence structure in the aftermath of a general war.

This memorandum was prepared in the Office of Strategic Research. Queries and comments may be



--There is no focal point within the DCI structure or the CIA for management of the variety of efforts in emergency planning, though diverse and loosely coordinated activity does occur.

--There is no firm commitment by the Agency to coordinate and participate meaningfully in the national level military and civil exercises held yearly to test the efficacy of emergency planning, nor is there one focal point which would permit it to do so.

3. Several CIA components have done some planning to remedy some of these deficiencies, largely in identifying cadres which would relocate to alternate sites. Also, the DDO has done operations planning. The scarcity of valuable resources is such, however, that contingency planning and the development of a capability to execute the plan have taken a back seat to other matters of concern to the Agency.

4. I and my colleagues, both in OSR and the Operations Center, who participated in exercise are preparing a detailed report of our activities and the lessons we learned in the hope that it will be of use to emergency planners. I believe it would cost relatively little to correct most of the serious deficiencies which I believe exist in planning for a national intelligence structure and policy in the event of emergencies leading to general war. Because many of the deficiencies involve policy issues, they are likely to be resolved only through some expression of the

personal interest of the Director. I believe that there is a critical need for the Director to examine his role and that of the Central Intelligence Agency in a hot war situation or in other crises and to establish policy to serve as a basis for realistic contingency planning.

MEMORANDUM FOR:

The Director

Executive Registry

76-1578

7053/2

Recently, the Joint Chiefs of Staff and the Federal Preparedness Agency sponsored an exercise to test the procedures for reconstituting US civil and military capabilities after a nuclear conflict.

George Carver played the role of President, and [redacted] of the Office of Strategic Research that of the DCI for part of the exercise. Attached is a memorandum from [redacted] outlining some serious deficiencies regarding the roles of and arrangements for the DCI and the Intelligence Community in the event of a general emergency like nuclear war.

A more detailed report is in preparation.

[redacted]

Ed Proctor

Date 19 March 1976

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Routing Slip

Executive Registry
76-7053/3

TO:

		ACTION	INFO.			ACTION	INFO.
1	DCI			11	LC		
2	DDCI			12	IG		
3	S/MC			13	Compt		
4	DDS&T			14	Asst/DCI		
5	DDI	X		15	AO/DCI		
6	DDA/S		X	16	Ex/Sec		
7	DDO		X	17			
8	D DCI/IC	X		18			
9	D DCI/NIO	X		19			
10	GC			20			

SUSPENSE

Date

Remarks:

I am prepared, indeed obligated to get this off what appears to be dead center. Please be prepared to meet with me when I return. Draft a letter for my signature, if necessary, to get the appropriate Agency and Community focus.

GB/

DCI/DDCI
20 March 1976